



DIVISION OF DEVELOPMENTAL DISABILITIES SERVICES

DELAWARE HEALTH & SOCIAL SERVICES

**STRATEGIC PLAN
2007 - 2010**

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**State of Delaware
Delaware Health and Social Services
Division of Developmental Disabilities Services**

**Strategic Plan
2007 – 2010**

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**DELAWARE HEALTH
AND SOCIAL SERVICES**

DIVISION OF
DEVELOPMENTAL DISABILITIES SERVICES

OFFICE OF THE DIRECTOR

I am pleased to introduce the Division's 2007 – 2010 Strategic Plan. The Plan provides the framework for collaboration, coordination, and delivery of services for the Division. Through this plan, the Division seeks to help the people it serves achieve the quality of life they desire.

How does this Strategic Plan help achieve the mission? What does this document add? What value does it bring? Why have we asked staff to invest time in developing the plan, and why have we asked citizens and other stakeholders to provide us with comments and ideas to integrate into it?

This strategic plan is important for a number of critical reasons. First and foremost, it is a public declaration of our priorities in providing quality developmental disabilities services to the citizens of Delaware. It is a statement of the principles we stand on and the vision that guides our service delivery system.

Second, it is a statement of accountability. We expect our partners, the people we serve, policymakers, and others to review this document and measure the progress we are making in achieving our goals and objectives.

Third, it provides direction for the future. As the plan was developed, the Steering Committee members formulated a vision of the future of service delivery in Delaware. The strategic goals, objectives, and strategies were determined with this vision in mind. The Strategic Plan is a living, dynamic, and future-oriented document that will serve as the cornerstone of the Division's activities over the next several years.

This Strategic Plan is the result of hard work by staff and input from individuals with developmental disabilities, family members, and partners. The realization of the goals we set will require the continued work of our staff, the support of our partners and stakeholders, and the commitment of leadership. With our combined efforts, we will succeed.

Sincerely,

Marianne Smith
Director

Acknowledgements

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1.0 INTRODUCTION

Over the past year, the Division of Developmental Disabilities Services (hereafter, “Division”) has worked to develop this Strategic Plan. This document describes how, over the next five years, the Division and its partners will develop a more comprehensive and coordinated services delivery system throughout the state.

This Plan outlines strategies to accomplish the Division’s mission to promote a better quality of life for citizens of Delaware. It identifies the strategic issues, goals, and strategies for the service delivery system in Delaware. Additionally, it provides the framework and foundation for partners and stakeholders in the delivery of services throughout the state. It focuses the Division’s resources to maximize results by providing quality services while ensuring accountability for performance of the service delivery system. The strategic plan will also contribute to the goal of ensuring a better quality of life by targeting services toward those in the greatest need.

This strategic plan contains specific challenges for the Division and its partners to utilize strategic approaches to achieve greater effectiveness, efficiency, quality, and accountability in meeting the needs of individuals with developmental disabilities and their families. It is aggressive and focuses on developing effective systems and processes and coordinating and maximizing scarce resources.

1.1 Purpose and Objectives of the Strategic Plan

The primary objectives of the plan are to:

- Address priorities (hereafter, “strategic issues”) related to the delivery of quality services in the most efficient and effective manner possible.
- Establish goals, objectives, and measurable outcomes for the service delivery system.
- Identify actions necessary to achieve goals, objectives, and outcomes.
- Provide the flexibility to take advantage of changes in our environment and the partnerships that are critical to a quality service delivery system in Delaware.

1.2 Overview of the Strategic Plan

The plan includes the following sections:

- **Introduction:** Presents an overview of the Strategic Plan.
- **Strategic Planning Process:** Describes the approach and process used by the Division to develop the Strategic Plan.
- **Mission, Vision, and Proclamation of Beliefs and Guiding Principles:** Presents the core philosophy and beliefs of the Division.
- **Environmental Assessment:** Summarizes the environmental factors, trends, and issues related to the Division's service delivery system.
- **Priority Areas, Goals, Objectives, and Strategies:** Provides strategic goals, objectives, and outcomes that will guide the Division over the next five years.

The central focus of the Plan is to promote a better quality life for the individuals and their families that the Division serves. It is based on a clear and defined strategic direction that positions the Division to meet the needs of individuals with developmental disabilities and families with a service delivery system that is efficient and accountable.

2.0 MISSION, VISION, AND PROCLAMATION OF BELIEFS AND GUIDING PRINCIPLES

2.1 Mission

It is the mission of the Division of Developmental Disabilities Services to help the people it serves achieve the quality of life they desire.

The Division of Developmental Disabilities Services' mission is aligned with the vision and the Department of Health and Social Services' mission to improve the quality of life for Delaware's citizens by promoting health and well-being, fostering self-sufficiency, and protecting vulnerable populations.

2.2 Vision

It is the vision of the Division of Developmental Disabilities Services to provide a flexible system of individually directed supports and services that improves the quality of life of the individual and their family.

The Division's vision and mission are supported by the Division's proclamation of beliefs and guiding principles.

2.3 Proclamation of Beliefs and Guiding Principles

We believe that each individual has the right to establish and maintain, alone or with the help of friends and family, a lifestyle of their choice in the community. By supporting and honoring a person's right to self-direction and choices, we recognize that each individual we serve is a whole person, with unique gifts, capacities, preferences and dreams. Therefore, getting to know the person as an individual is essential to us and requires careful listening and takes time. Realizing that each person is a citizen and a valued part of the community, we encourage their full development and expression by believing in their gifts and capacity as an individual.

We believe that relationships are very important to connect individuals to the community and that the quality of the community is enriched by the diversity and contribution of its members. Therefore, we strive to build a community that has the capacity to accept and include the involvement of all its members. This participation in community life allows people to move beyond self-interest to realizing their interdependence with one another. Hence, their contribution is expressed through their presence and participation in everyday community life.

We believe that our service delivery system has a primary responsibility to people – not for people. Our fundamental role is to support people as citizens in a community. We recognize that the support we provide must be responsive to the individual. Therefore,

Mission, Vision, and Proclamation of Beliefs and Guiding Principles

creativity and flexibility are essential and must be encouraged and rewarded. As a result of these beliefs, we are committed to four (4) guiding principles:

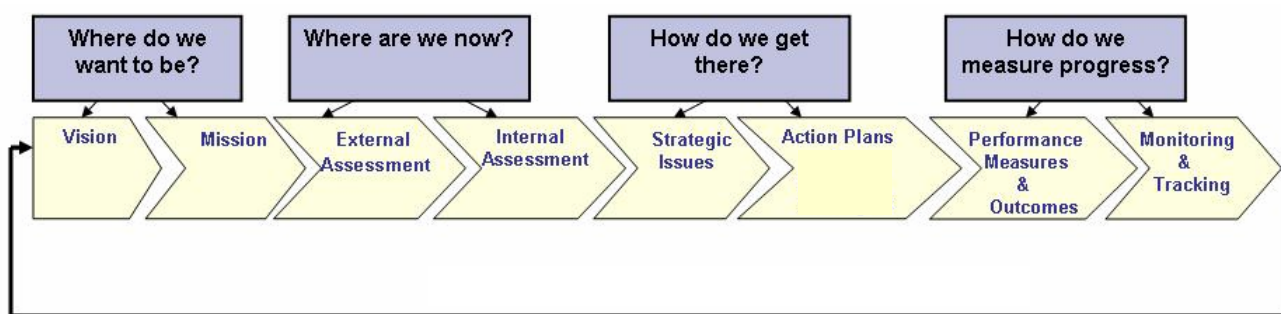
- **Guiding Principle One:** Services shall honor and respect the individual's right to self-direction and should support their lifestyle choices.
- **Guiding Principle Two:** Services shall be person-centered and treat each person with dignity and respect.
- **Guiding Principle Three:** Services shall support people to have valued roles in the community.
- **Guiding Principle Four:** Services shall work to build the capacity of the community to include all people in everyday life.

3.0 STRATEGIC PLANNING PROCESS

The development of the Strategic Plan of the Division of Developmental Disabilities Services (hereafter, “Division”) began well over a year ago.

The process for producing the Strategic Plan is shown in the diagram below. The process is premised on reaching consensus on the vision and mission of the Division and assessing internal and external environmental factors in order to develop strategic issues, goals, objectives and strategies, and outcomes/measures.

**EXHIBIT 3-1
DIVISION OF DEVELOPMENTAL DISABILITIES SERVICES
STRATEGIC PLANNING PROCESS**



The first phase of our process focused on the development of a mission, vision, and proclamation of beliefs and guiding principles (hereafter, “values” or “values statements”) that would form the cornerstones of our strategic plan, describe who we are, where we want to go, and the manner in which we will strive to reach our goals. Our Mission, Vision, and Values were developed through an extensive consensus-building process that included input from staff and other stakeholders.

Also critical to the process for producing the strategic plan were the following elements:

- Critical service delivery issues, challenges, and gaps that need to be addressed in order to make a better quality of life a reality for individuals with developmental disabilities and their families in Delaware.
- Strategic opportunities to strengthen and improve the internal structure, operations, and processes of the Division in order to improve the overall quality and effectiveness of the service delivery system.
- Strategic opportunities that might be exploited in order to address statewide service delivery issues.

We gathered and analyzed additional information obtained through:

- Community forums held throughout the state in order to hear from individuals with developmental disabilities and their families regarding their thoughts, viewpoints, and feelings about services provided by the Division.
- Structured interviews and focus groups with key informants to obtain opinions, perceptions of service delivery systems issues, concerns, and priorities.
- A review and analysis of national and state best practices utilized.
- Mail and on-line surveys distributed throughout the state in order to gather opinions from individuals with developmental disabilities (hereafter, "individuals"), families, and partners about the services provided by the Division and issues that may impact the Division over the next five years.
- Establishment of a Division of Developmental Disabilities Services Steering Committee consisting of Division staff, individuals, family members, and partners which met regularly to guide the development of the strategic plan.

4.0 ENVIRONMENTAL ASSESSMENT

An essential component of this strategic plan, the environmental assessment is designed to account for internal and external factors that affect Delaware's service delivery system. The environmental assessment is the result of input from, as well as the analysis of, a variety of data and information collected and compiled during the strategic planning process from individuals with developmental disabilities (hereafter, "individuals"), families, partners, staff, and other stakeholders. Several key factors guide the environmental assessment:

- Recognition of the impact of internal and external environmental factors is critical to the Division of Developmental Disabilities Services' (hereafter, "Division") ability to effectively achieve goals, objectives, and favorable outcomes.
- An analysis of trends data is essential in order to provide appropriate evidence and support for strategic goals, objectives, and favorable outcomes.
- Providing quality developmental disabilities services to the citizens of Delaware is the foundation for strategic goals and objectives.
- In order to be effective, the Division of Developmental Disabilities Services must partner and collaborate with individuals with developmental disabilities, families, and other agencies and community-based programs.

4.1 *Division of Developmental Disabilities Services: What Do the Data Show?*

- **Growth in People Served**
The total number of people served by the Division increased by more than 75 percent (75%). The total number of people served as of October 2006 is over 3,000.
- **Growth in Community Placements**
Community based placements continue to increase. There has been an increase of nearly 100 percent (100%) in the number of people residing in Division community support placements since fiscal year (hereafter, "FY") 2000 and over 375 have moved into community placements since FY2001.

4.2 Summary of Stakeholder Input

The opinions, perceptions, and viewpoints of staff and stakeholders played an important role in the strategic planning process. Staff and stakeholders provided input through personal interviews, focus groups, community forums, online and mail surveys, and a variety of meetings. The stakeholder input summary is organized as follows:

- General Perceptions
- Perceived Strengths
- Perceived Barriers/Weaknesses/Impediments
- Opportunities for Improvement
- Strategic Issues

4.2.1 General Perceptions

- Greater awareness, knowledge, and communication about services and how to navigate the service system is a critical need.
- There is a general perception that more collaboration and coordination are needed among agencies that serve individuals and families.
- Among some there is a perception that potential cuts in Medicaid and other federal programs will play a major role in shaping the service delivery system.
- One of the more common perceptions is that the “Registry” is the same as a “waiting list.”
- The perception that the quantity and quality of services vary by geographic region is fairly common.
- There are questions about how this strategic plan will be different from previous strategic plans, particularly in terms of implementation and follow through.
- There is recognition that the Division is attempting to shift from a service-based approach to a person-centered, self-determined approach, and of the need to continue to move in this direction.
- The use of Medicaid waivers is viewed as a key strategy in improving services for those families who have a family member with developmental disabilities at home.
- Stability and turnover among direct care staff tend to be viewed as a serious threat to the quality of care.
- Education, information, and communication are viewed as critical factors in building relationships with families, individuals, advocates, providers, and others who have an interest in the supports and services provided by the Division.

4.2.2 Perceived Strengths

- Over the past few years, the Division has become more willing to listen to individuals with developmental disabilities (hereafter, “individuals”) and stakeholders.
- The Division seems committed to making changes and developing a quality system that is based on an entirely different philosophy.
- The current system is viewed as a major step forward in comparison to the past, particularly with regard to providing community-based supports and services.
- Program staff are compassionate and committed to what they are doing.
- Accessibility of staff is viewed by some as a major strength of the Division.
- The Division’s staff are responsive to questions and requests for information.
- The shift in philosophy to person-centered services and supports is a positive factor.
- There are some good providers in certain parts of the state.
- The support for parental and family participation and involvement is viewed as very important and a major strength by some families. The attempts by the Division to move the entire system in another direction tend to be viewed very favorably. However, among some stakeholders there is a “wait and see” attitude.
- The emphasis placed on quality assurance (hereafter, “QA”) is recognized as a critical factor in improving the overall quality of the system.
- The fact that more individuals with developmental disabilities are living in communities throughout the state is viewed as a positive factor.

4.2.3 Perceived Barriers/Weaknesses/Impediments

- There are still myths and misconceptions that negatively affect acceptance and integration of individuals with developmental disabilities in communities in certain parts of the state.
- Lack of collaboration among agencies that serve individuals with developmental disabilities is seen as a major weakness throughout the system, particularly with regard to planning for future growth in the demand for services.
- Lack of housing and limited availability of certain therapies or services in some parts of the state are seen as an impediment to fully meeting the needs of individuals and families.

- Limited communication and information about services, how to access services, interpreting complex eligibility requirements, and how to navigate the system (the Division and other agencies) create significant barriers.
- Service gaps exist relative to serving the dually diagnosed and other special populations.
- Perceptions about the willingness of the Division to involve stakeholders in decision making and planning of future programs and services tend to affect overall views of the Division and how serious it is about working with stakeholders.
- Among some stakeholders there is a perception that certain systems are incompatible (financial and programmatic), which tends to create impediments.
- Transportation is perceived as a major barrier and impediment, particularly in certain parts of the state. The lack of transportation is also seen as a quality of life issue that impacts individuals' utilization of supports and integration into the community.
- Networking, linkages, and coordination between the Division and other agencies and programs that serve individuals with developmental disabilities are not viewed as very strong. In particular, agencies being well informed about services and service parameters that affect individuals with developmental disabilities should be improved.
- Uncertainty regarding the future of the Stockley Center is a key concern among families who view Stockley as a major asset. Among these stakeholders, the downsizing and/or closing of the Stockley is of great concern.

4.2.4 Opportunities for Improvement

- The need to provide more information about the "Registry," explain how it works, and addressing the perception that it serves as a waiting list is viewed by some stakeholders as a significant issue.
- Expanding service choices to meet future growth and service demands of a diverse population of individuals with developmental disabilities is viewed as a major opportunity.
- Increasing communication and coordination throughout the system and across other agencies serving individuals with developmental disabilities is viewed as an opportunity to improve the delivery system.
- Transforming the service delivery system to meet future challenges created by changes in a wide range of federal programs is viewed as an opportunity for the Division to become more creative and innovative.

- Facilitating community acceptance and integration of individuals with developmental disabilities into the community is a major concern and need.
- Addressing the housing needs of individuals with developmental disabilities living in communities as well as those who want to live in communities but are not able to due to lack of housing. This is seen as an opportunity to improve community supports and services.
- Increasing access and availability of services in areas where they are now limited will better support community living.
- Filling the cracks and gaps relative to serving the dually diagnosed, the elderly, and other populations is viewed an opportunity to improve the overall delivery system.
- Expanding waiver services and maximizing options related to waivers is viewed as a mechanism and opportunity to generate more resources to benefit individuals and families.
- Continuity of service and quality of service continue to be impacted by high turnover among direct care staff and case managers. Addressing this issue is viewed as key to ensuring a quality service delivery system.
- There are varying perceptions about the rate structure and its current and future status. In a system premised on “money follows the person,” uncertainty about the status of the rate structure is viewed as a significant issue.

4.2.5 Strategic Issues

- Strengthening communication, interagency coordination, collaboration, and outreach in order to increase the effectiveness and impact of the service delivery system.
- Developing stronger linkages and coordination with families and other stakeholders.
- Positioning the Division to address growth and future demand for services to meet the needs of an increasingly diverse population.
- Continuing to focus on improving system quality and accountability.
- Maximizing the use of technology, data, and information to shape service delivery system enhancements and improvements.
- Continuing to involve families, individuals, and others in issues which directly affect the quality and quantity of supports and services needed by individuals and families to maintain and/or achieve a certain quality of life.

Mail and Online Surveys

In addition to the qualitative data solicited through community forums, focus groups, and personal interviews, the strategic planning process included the collection and analysis of quantitative data. Exhibit 4-1 summarizes data critical to the environmental assessment that were collected through mail and online surveys. Survey questions appear in bold type.

EXHIBIT 4-1
DIVISION OF DEVELOPMENTAL DISABILITIES SERVICES
FIVE-YEAR STRATEGIC PLAN SURVEY RESULTS
NUMBER AND PERCENTAGE OF RESPONSES
BY PARTICIPANT CATEGORY

	Number of Respondents	Percentage
Individuals with Disabilities	58	10.72%
Legal Guardians	71	13.12%
Family Members	168	31.05%
Advocacy Group Members	8	1.48%
Employers	6	1.11%
Service Providers	57	10.54%
Case Workers	30	5.55%
Direct Care Workers	16	2.96%
Other ¹	127	23.48%

¹Other includes respondents who did not identify their category. Therefore, respondents classified in this category include nurses, agency employees, foster care providers, etc.

Source: Division of Developmental Disabilities Services Five-Year Strategic Plan Survey Findings, Summary of Survey Results, March 2006.

How important do you consider the following factors to be in helping to improve the quality of life of individuals with disabilities and their families?

Respondents were requested to answer based on a rating scale of *Very Important*, *Important*, *Not Very Important*, *Not Important at All*, and *Don't Know*. Some of the factors that received high ratings of *Very Important* among the respondents were:

- Offering easy access to information about programs/services for individuals with developmental disabilities.
- Providing more service options and choices.
- Offering home and community-based Medicaid waiver programs for individuals with disabilities.
- Communicating and working with different agencies.
- Providing services based on individual needs and self-direction.

- Using best practices to create programs and services for individuals with disabilities.
- Providing more in-home support.
- Providing more availability of resources.
- Providing more information on issues and needs of individuals with developmental disabilities.

Exhibit 4-2 details some of the survey question areas that received high ratings (percentages) of *Very Important* among the various participant categories.

EXHIBIT 4-2
DIVISION OF DEVELOPMENTAL DISABILITIES SERVICES
FIVE-YEAR STRATEGIC PLAN SURVEY RESULTS
FACTORS IN HELPING TO IMPROVE THE QUALITY OF LIFE
BY PARTICIPANT CATEGORY

	INDIVIDUALS WITH DISABILITIES		LEGAL GUARDIAN		FAMILY MEMBER		ADVOCACY GROUP MEMBER		EMPLOYER		SERVICE PROVIDER		CASE WORKER		DIRECT CARE WORKER		OTHER ¹	
	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N
Offering easy access to information about programs/services for individuals with disabilities	47	28	57	42	54	94	33	3	22	2	51	34	59	24	50	9	50	60
Providing more service options and choices	47	28	59	44	50	88	44	4	22	2	55	37	59	24	67	12	50	60
Offering home and community-based Medicaid waiver programs for individuals with disabilities	37	22	55	41	53	92	67	6	22	2	55	37	54	22	72	13	54	64
Communicating and working with different agencies	37	22	47	35	46	81	44	4	33	3	49	33	54	22	33	6	50	59
Providing services based on individual needs and self-direction	47	28	59	44	53	93	56	5	44	4	57	38	54	22	50	9	55	65
Using best practices to create programs and services for individuals with disabilities	32	19	54	40	47	82	67	6	33	3	58	39	44	18	44	8	46	55
Providing more in-home support	41	24	50	37	45	79	67	6	22	2	42	28	39	16	61	11	46	55
Providing more availability of resources	41	24	58	43	50	88	67	6	67	6	55	37	56	23	39	7	45	53
Providing more information on issues and needs of individuals with disabilities	34	20	51	38	43	75	44	4	33	3	27	18	37	15	39	7	37	44

¹Other includes respondents who did not identify their participant category. Therefore, respondents classified as "other" may include nurses, agency employees, foster care providers, etc.

Source: Division of Developmental Disabilities Services Five-Year Strategic Plan Survey Findings, Summary of Survey Results, March 2006.

In the next five years, how important will it be for the Division to deal with or do the following:

Respondents were requested to answer based on a rating scale of *Very Important*, *Important*, *Not Very Important*, *Not Important at All*, and *Don't Know*. Some of the factors that received high ratings of *Very Important* were:

- Build stronger community relationships.
- Add more programs and services that offer more flexibility and choice.
- Maintain and continue funding throughout the Division.
- Provide more respite care for individuals with developmental disabilities.
- Build a system that will adjust to changing needs and concerns.
- Increase marketing and promotion of the programs and services that the Division provides.
- Provide more appropriate vocational (occupational) opportunities and day programs.
- Work more with other agencies to better serve the needs of individuals with developmental disabilities and their families.
- Create a strong network of providers.
- Use dollars to increase resources and options.
- Strengthen relationships with other agencies, organizations, and groups.

Exhibit 4-3 details some of the survey question areas that received high ratings (percentages) of *Very Important* among the various participant categories.

EXHIBIT 4-3
DIVISION OF DEVELOPMENTAL DISABILITIES SERVICES
FIVE YEAR STRATEGIC PLAN SURVEY RESULTS
IMPORTANT FACTORS FOR THE DIVISION TO DEAL WITH
OR DO OVER THE NEXT FIVE YEARS
BY PARTICIPANT CATEGORY

	INDIVIDUALS WITH DISABILITIES		LEGAL GUARDIAN		FAMILY MEMBER		ADVOVACY GROUP MEMBER		EMPLOYER		SERVICE PROVIDER		CASE WORKER		DIRECT CARE WORKER		OTHER ¹	
	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N
Build stronger community relationships	39	23	57	42	50	88	44	4	33	3	42	28	39	16	39	7	37	44
Add more programs and services that offer more flexibility and choice	49	29	59	44	52	91	56	5	33	3	49	33	63	26	61	11	53	63
Maintain and continue funding throughout DDDS	54	32	68	50	64	112	67	6	56	5	52	35	61	25	56	10	45	54
Provide more respite care for people with disabilities	56	33	65	48	55	97	67	6	44	4	34	23	51	21	44	8	45	54
Build a system that will adjust to changing needs and concerns	47	28	64	47	58	101	78	7	33	3	52	35	56	23	56	10	52	62
Increase marketing and promotion of the programs and services that DDDS provides	37	22	45	33	38	67	56	5	11	1	22	15	24	10	33	6	25	30
Provide more appropriate vocational (occupational) opportunities and day programs	46	27	61	45	58	102	67	6	33	3	42	28	59	24	61	11	50	60
Work more with other agencies to better serve the needs of individuals with disabilities and their families	42	25	53	39	54	94	78	7	33	3	37	25	41	17	56	10	41	49
Create a strong network of providers	37	22	66	49	59	103	78	7	44	4	58	39	46	19	56	10	52	62
Use dollars to increase resources and options	42	25	55	41	57	100	67	6	33	3	48	32	44	18	61	11	44	52
Strengthen relationships with other agencies, organizations, and groups	37	22	50	37	49	85	56	5	44	4	37	25	44	18	39	7	45	54

¹Other includes respondents who did not identify their participant category. Therefore, respondents classified as "other" may include nurses, agency employees, foster care providers, etc.

Source: Division of Developmental Disabilities Services Five-Year Strategic Plan Survey Findings, Summary of Survey Results, March 2006.

How much of an impact will each of the items mentioned below have on the Division's programs and services in the next five (5) years?

Respondents were requested to answer based on a rating scale of *Very High*, *High*, *No Impact At All*, and *Don't Know*. Some of the factors that received high ratings of *Very High* were:

- Changes in Medicaid.
- Programs to assist in educating family members and/or legal guardians.
- Redesign of the service delivery system.
- Sustained funding of progressive programs.
- Programs to assist in educating the community about individuals with developmental disabilities.

Exhibit 4-4 details some of the survey question areas that received high ratings (percentages) of *Very High* among the various participant categories.

EXHIBIT 4-4
DIVISION OF DEVELOPMENTAL DISABILITIES SERVICES
FIVE YEAR STRATEGIC PLAN SURVEY RESULTS
FACTORS THAT WILL HAVE A HIGH IMPACT ON THE DIVISION
OVER THE NEXT FIVE YEARS
BY PARTICIPANT CATEGORY

	INDIVIDUALS WITH DISABILITIES		LEGAL GUARDIAN		FAMILY MEMBER		ADVOCACY GROUP MEMBER		EMPLOYER		SERVICE PROVIDER		CASE WORKER		DIRECT CARE WORKER		OTHER ¹	
	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N
Changing needs, demographics, and population	17	10	39	29	38	67	44	4	11	1	28	19	41	17	50	9	37	44
Changes in Medicaid	37	22	57	42	57	100	56	5	44	4	36	24	59	24	50	9	45	54
Attracting and retaining highly qualified staff	42	25	58	43	61	107	67	6	44	4	45	30	51	21	44	8	45	54
Professional development and training of staff	37	22	59	44	49	86	56	5	44	4	33	22	32	13	33	6	38	45
Programs to assist in educating the community about individuals with developmental disabilities	37	22	42	31	32	56	22	2	11	1	21	14	24	10	33	6	22	26
Programs to assist in educating family members and/or legal guardians	36	21	51	38	37	64	33	3	33	3	24	16	15	6	50	9	27	32
Programs to assist in educating the business community at large	29	17	39	29	33	58	22	2	0	0	16	11	10	4	33	6	22	26
More effective communication	39	23	50	37	46	80	44	4	33	3	36	24	27	11	56	10	50	59
Sustained funding of progressive programs	29	17	58	43	58	102	67	6	56	5	45	30	39	16	61	11	38	45
More teamwork within the agency	31	18	46	34	41	72	44	4	44	4	31	21	32	13	56	10	41	49
Crisis management support	32	19	47	35	39	69	56	5	33	3	27	18	37	15	56	10	35	42
Redesign of the service delivery system	31	18	31	23	27	47	78	7	11	1	25	17	20	8	28	5	29	34
Identifying gaps in services and assuring that those gaps are filled	42	25	61	45	49	86	67	6	22	2	37	25	41	17	50	9	44	52
Changes in legislation	31	18	54	40	47	82	56	5	33	3	27	18	39	16	44	8	31	37

¹ "Other" includes respondents who did not identify their category. Therefore, respondents classified in this category include nurses, agency employees, foster care providers, etc.

Source: Division of Developmental Disabilities Services Five-Year Strategic Plan Survey Findings, Summary of Survey Results, March 2006.

4.3 Summary of Best Practices

As a part of the strategic planning process, underlying national and state assumptions, trends, and outcomes were identified. These provided input for discussion of the vision, mission, and guiding principles. This examination of national and state best practices offered the Division guidance in addressing the specific needs in the state of Delaware. The following presents a summary of this examination.

4.3.1 Emerging Practices

The research identified a number of emerging practices. The following section highlights several practices that states are beginning to utilize. Efforts are being put into place at the federal level through the “New Freedom Initiative” to utilize self-direction as the design of the future. The Independence Plus templates, Transformation grants, and terminology being used, such as self-direction, self-determination, and consumer direction all are key indicators of the future.

Criteria and methods of administration that remove barriers are being adopted in keeping with the emerging disability policy framework and the New Freedom Initiative.

Infrastructure (including elements supporting systems change) that removes barriers and facilitates supports is being created, consistent with the emerging disability policy framework and the New Freedom Initiative.

Among the needs of people with disabilities that have been clearly articulated throughout the New Freedom Initiative are the following:

- Person-centered planning.
- Self-direction that includes control over hiring and firing.
- Control over transportation, which may mean the purchase of a car, even if the person cannot drive, but also in that case the ability to hire a driver.
- Housing, accessible housing, and accessible information on housing options.
- Real jobs, with real pay and meaningful outcomes.
- Flexible and portable individual budgets.

Assessment of key factors that result in systems change is an important practice. Key elements of assessment include:

- Blending of funding streams.
- Creation of a one-stop entry to supports.
- Flexible individual budgets.

- Establishment of fiscal intermediaries that are free of conflicts of interest.
- Establishment of requirements for support brokerage.
- Access to all available transformation funding through a federal program to assist with this change.
- Better implementation of job exploration within Vocational Rehabilitation, as well as transitional youth opportunities.
- Exploration of models that allow individuals with developmental disabilities to obtain control over their medical needs (i.e., prescription drugs, therapies, and other items that tend to produce cost savings and improve utilization of support services).
- Housing efforts that blend housing development, home ownership, and the use of Section 8 vouchers and other public programs.
- The extent to which implementation of the current program is based on the old program model.

4.3.2 Practices Related to Intake and Admissions Procedures and Processes and Transition Programs

Take steps to correct current inappropriate placements and prevent inappropriate future placements, consistent with the emerging disability policy framework and the New Freedom Initiative.

Design Elements

Include self-directed care and its principles and tools, which include person-centered planning, individual budgeting, support brokerage, and fiscal intermediary with outcome quality assurance and emergency back-up plans that are consumer-controlled, community-based services and supports.

Financing Systems

Ensure that the system for financing the services and supports facilitates the precept, goals, and policies of the emerging disability policy framework and does not have an institutional bias. Take advantage of existing funding sources, particularly federal funding sources and waivers.

Reimbursement Schemes

Provide for risk adjustment for serving those with significant disabilities requiring more intensive, ongoing services and supports.

Interagency Collaboration

Ensure that the system is person-centered and not segmented based on the jurisdiction or authority of various agencies. Establish a seamless system. Include an effective information and referral system. Remember that the federal government is looking for a one-stop entrance.

Adequacy of the Network of Qualified Providers

Ensure that qualified personnel provide a range of necessary supports and services. Promoting self-direction allows for the recruitment of direct support staff who typically would not work in the field of disabilities. These are neighbors, community connections, and others who may already have a relationship with the individual needing supports and can capitalize on that relationship. This expands the capacity of providers, but it is apparent that providers who remain in this field will indeed have to embrace a paradigm shift to welcome the transformation of public systems. Our national economic situation will force states to be creative in rethinking how to transform their systems.

Monitoring and Enforcement

While regulations, policies, and procedures are needed, it is people caring about a person that will keep that person safe. Since health and safety are among the core values of Centers for Medicare & Medicaid Services (hereafter, "CMS"), it is vital to create effective means of monitoring and enforcement. Again, consider the Region 10 model highlighted by CMS on their promising practice page, as well as peer-to-peer reviews and peer-to-peer improvement task forces. Include a process for government agencies to review and implement policies, practices, and procedures, and to respond to findings in a timely and effective manner.

Procedural Safeguards

Provide for, among other things, notice, access to records, and a complaint resolution process (including due process hearing and right to appeal) for individuals to supplement the monitoring and enforcement by government agency personnel.

Information and Data Collection System

Provide public agencies with the data and information to allow for continuous quality improvement and to permit the legislative branch to carry out its funding and oversight responsibilities.

4.3.3 *Practices Related to Outreach, Information Dissemination, and Technical Assistance to and Representation of Potential Beneficiaries*

Ensure that intended beneficiaries understand their rights and responsibilities and can exercise these rights through the provision of assistance by others.

Training of Personnel

Ensure that personnel function consistent with the new paradigm and use state-of-the-art promising practices.

Systems Change and Research

Support ongoing systems change and research to ensure that the services and supports remain state-of-the-art.

5.0 STRATEGIC ISSUES, GOALS, OBJECTIVES, AND STRATEGIES

This section identifies and describes the strategic issues that are addressed in the Strategic Plan. The information on strategic issues is organized as follows.

- **Strategic Summary** – Identifies the strategic issue.
- **Goals** – States the broad goals which the Division of Developmental Disabilities Services will seek to fulfill through its efforts to address the stated strategic issue.
- **Objectives** – Describes the Division of Developmental Disabilities Services' objective in addressing the stated strategic issue.
- **Strategies (Outputs and Tasks)** – Outlines the strategies that the Division of Developmental Disabilities Services will utilize and the tasks it anticipates implementing to achieve the stated objectives.

5.1 **Strategic Issues**

The Division of Developmental Disabilities Services (hereafter, "Division") identified strategic issues that are critical to creating a system of flexible supports and customer-centered and -directed supports and services which are community-based. The strategic planning process resulted in the identification of four key strategic issues:

- Strengthening linkages and coordination with individuals with developmental disabilities (hereafter, "individuals"), families, and other stakeholders.
- Developing strategies to address future growth, demands, and changes.
- Continuing to focus on improving system quality and accountability.
- Improving the use of technology.

The goals to address the strategic issues are described in the sections that follow. Objectives and strategies have been developed which will help achieve the goals identified for each strategic issue.

5.2 Goals, Objectives, and Strategies

This section presents the goals, objectives, and strategies for each strategic issue. The time frame to accomplish the goals and objectives of this Strategic Plan is five years. A timeline for goal attainment is included in each strategy.

STRATEGIC ISSUE 1
STRENGTHEN LINKAGES AND COORDINATION WITH INDIVIDUALS, FAMILIES, AND OTHER STAKEHOLDERS

Strategic Issue Summary

In order to achieve its mission , the Division of Developmental Disabilities Services depends upon the involvement and input of key stakeholders, such as individuals, family members, legal guardians, providers, policy makers, advocacy groups, and Division staff. To accomplish its goals, the Division must continue to partner with these key members. Services provided are based on best practices and that are flexible and self-directed. Improving and enhancing its communication and coordination with stakeholders across the state will strengthen the working relationship between the Division and these stakeholders.

Goal 1: Develop strategies for enabling individuals, families, legal guardians, and advocates to become more educated, empowered, informed, and effective collaborative partners.

Objective 1.1 - To develop and implement a comprehensive Division Customer Service Plan (hereafter, "CSP") to increase the communication and flow of information among stakeholders.

Strategies

- Hire a consultant that is skilled at developing customer service plans in a comprehensive and timely manner. It is essential that (1) the consultant has significant experience in developing customer service plans, and (2) that the time frame for plan development would be very limited.

Timeline: June 2007

- Collaborate with key stakeholder groups in developing a comprehensive Division Customer Service Plan.

Timeline: June 2007 to December 2007

- Pilot and implement the comprehensive Division Customer Service Plan.

Timeline: January 2008 to June 2008

- Evaluate internal and external communication in order to maximize its effectiveness.

Timeline: June 2008 to December 2008

- Develop and implement specific outreach strategies targeted at individuals and stakeholders.

Timeline: June 2008 to December 2009

- Regularly evaluate customer service and update the Customer Service Plan based on evaluation findings.

Timeline: January 2010 and ongoing

Objective 1.2 - To empower and increase awareness and knowledge of individuals and their families by providing education and training sessions.

Strategies

- Solicit information from individuals and their families to identify their concerns and guide the development of educational materials.

Timeline: January 2007 and ongoing

- Develop educational materials based on best practices research and input from individuals and families.

Timeline: January 2007 and ongoing

- Conduct education and training sessions targeted at individuals and family members.

Timeline: January 2007 and ongoing

- Maintain and review attendance and evaluation quarterly reports of training sessions by Training and Professional Development (hereafter, "TAPD").

Timeline: January 2007 and ongoing

- Review and update "A Guide to Developmental Disabilities Services in Delaware" on a quarterly basis.

Timeline: January 2007 and ongoing

- Develop multiple methods of disseminating information about the strategic direction of the Division.

Timeline: January 2007 and ongoing

- Annually evaluate public awareness by disseminating a mail and on-line survey.

Timeline: January 2008 and ongoing

Goal 2: Strengthen and increase the effectiveness of collaboration, cooperation, and coordination among disabilities-related state and private-sector agencies, organizations, stakeholders, and partners in Delaware.

Objective 2.1 - To increase coordination and collaboration by establishing a Division of Developmental Services Quality Council.

Strategies

- Develop and establish the structure, operating guidelines and standards of the Division Quality Council.

Timeline: January 2008

- Establish and convene the Quality Council.

Timeline: January 2008

- Maintain regular communication and follow up on Quality Council's issues and concerns.

Timeline: January 2008 and ongoing

- Establish a link on the Division's website to provide information on the Quality Council.

Timeline: January 2008 and ongoing

- Issue an annual report for distribution to all stakeholders.

Timeline: January 2009

- Expand linkages and formal partnerships with disability agencies and organizations in the state.

Timeline: January 2007 and ongoing

Goal 3: **Increase staff knowledge and understanding of the Division's mission, objectives, standard operating procedures, and initiatives in order to drive effective decisions and actions.**

Objective 3.1 - To conduct a Training and Professional Development (hereafter, "TAPD") survey of knowledge and understanding regarding Division's mission, functions, services, initiatives, and projects.

Strategies

- Solicit information from staff to help guide the development of the TAPD survey.

Timeline: June 2007

- Design and pilot the test survey.

Timeline: December 2007

- Develop and administer annual survey.

Timeline: March 2008

- Distribute and/or make key results available on the Division's website and other sources.

Timeline: June 2008

- Report survey results, findings, and recommendations for next steps to Senior Management Team.

Timeline: September 2008

- Conduct an annual review of survey results, findings, and recommendations by the Senior Management Team.

Timeline: September 2009 and ongoing

- Recommend policies and practices based on findings to the Executive Staff Team.

Timeline: September 2008 and ongoing

- Utilize survey results to improve staff training and development.

Timeline: September 2008 and ongoing

- Develop mechanisms for assessing outcomes and impact of training.

Timeline: September 2008 and ongoing

Objective 3.2 - Implement “Family Support, Self-Directed, and Disability” training model for the Division’s staff in order to strengthen linkages and coordination.

Strategies

- Develop plans and processes for staff to access training.

Timeline: January 2007 to June 2007

- Develop mechanisms for assessing training outcomes and impact.

Timeline: June 2007 to January 2008

- Regularly evaluate and update the training model based on assessment outcomes and impact.

Timeline: June 2008 and ongoing

- Evaluate costs and devise funding strategies in order to continue to provide training.

Timeline: January 2008 and ongoing

Objective 3.3 - Improve the service delivery system by maintaining highly qualified Division staff.

Strategies

- Develop a Division Human Resources (hereafter, “HR”) Plan that addresses: recruitment and retention, career advancement, succession planning, and compensation and classification.

Timeline: January 2008

- Develop and implement a process for utilizing the Division’s HR Plan to meet current and future HR needs.

Timeline: January 2008 and ongoing

- Improve methods for recognizing employees for their contributions.

Timeline: January 2007 and ongoing

- Provide ongoing professional development and training opportunities that promote professional growth and commitment to implementation of the training lessons learned.

Timeline: January 2007 and ongoing

STRATEGIC ISSUE 2
DEVELOP STRATEGIES TO ADDRESS FUTURE GROWTH, DEMANDS, AND CHANGES

Strategic Issue Summary

Developing strategies to address future growth, demands, and changes is critical to the delivery of community-based services and supports. Such strategies will position the Division of Developmental Disabilities Services to meet the needs of an increasingly diverse population.

Goal 4: Establish a methodology and process to estimate future growth and demands.

Objective 4.1 - To perform a system-wide, demographic trend analysis which will evaluate the future demographic growth and changes and their impact in the following program areas: (i) assistive technology/rehabilitation, (ii) crisis management/issues of severe challenging behaviors and dual diagnosis, (iii) services for individuals with inappropriate sexual behaviors, (iv) aging services, (v) services for individuals with complex medical needs, (vi) health promotion and wellness, (vii) early intervention services, and (viii) emergency preparedness and operations.

Strategies

- Access necessary resources and expertise such as, the Department of Education, Division Registry, Office of Economic Development, etc. in order to conduct a system-wide, demographic trend analysis which evaluates future demographic growth and changes.

Timeline: January 2007 to December 2007

- Conduct a system-wide demographic trend analysis.

Timeline: January 2008 to December 2008

- Develop policy recommendations based on analysis results.

Timeline: January 2009 to June 2009

- Develop strategies to implement policy recommendations.

Timeline: July 2009 to December 2009

- Establish an ongoing mechanism for utilizing trends and growth as a factor in shaping service delivery policy and operations.

Timeline: January 2010 and ongoing

Goal 5: Clarify and define the population that the Division will serve.

Objective 5.1 - To review and adopt regulations that defines the population served by the Division.

Strategies

- Review the Division's Eligibility Definition/Criteria

Timeline: January 2007 to January 2008

- Issue a final rule on the Eligibility Definition.

Timeline: January 2008 to June 2009

- Inform the general public and integrate these criteria into the Division's eligibility determination processes through multiple communication methods.

Timeline: June 2009 to December 2009

- Create a mechanism for reviewing and updating Eligibility Criteria and eligibility determination processes.

Timeline: January 2010 and ongoing

- Promote greater understanding of eligibility determination processes by expanding public awareness.

Timeline: January 2007 and ongoing

- Develop and implement a media strategy to increase public awareness.

Timeline: January 2010 and ongoing

Goal 6: **Design and develop the infrastructure necessary to support changes in future demands and growth.**

Objective 6.1 - To evaluate its organizational structure in order to align its service delivery organization and processes with future growth, demands, and changes.

Strategies

- Develop a strategy and process for the review of the organizational structure and operational roles and functions of the Division's staff.

Timeline: January 2008

- Complete the organizational and structural review with recommendations.

Timeline: July 2008

- Determine the costs of implementing the organizational and structural review recommendations.

Timeline: October 2008

- Implement organizational and structural review recommendations.

Timeline: January 2010

Objective 6.2 - To support a self-direction model of case management for individuals with developmental disabilities and their families.

Strategies

- Complete an evaluation of the effectiveness and efficiency of the current case management system.

Timeline: January 2007 to July 2007

- Design and implement changes in the policies, practices, and processes of the case management system.

Timeline: July 2007 to July 2008

- Assess the impact of changes in the case management system.

Timeline: July 2008 and ongoing

Objective 6.3 - To maximize the availability of qualified providers that offer a variety of flexible and specialized program supports and services.

Strategies

- Develop and implement a plan to expand the availability of providers.

Timeline: January 2008 and ongoing

- Enhance the Authorized Provider System information and data for individuals and their families.

Timeline: July 2007 and ongoing

Goal 7: **Implement the future plan of the Stockley Center.**

Objective 7.1 - To establish the role and function of the Stockley Center “Multipurpose” Facility that will allow it to serve eligible individuals.

Strategies

- Establish a task force comprised of key stakeholders to collaborate on the Stockley Center “Multipurpose” Facility.

Timeline: January 2007 to March 2007

- Convene the task force to clarify the purpose, timelines, and parameters for the Stockley Center “Multipurpose” Facility.

Timeline: March 2007 to May 2007

- Review task force outcomes and results.

Timeline: May 2007 to June 2007

- Develop policy recommendations relative to the Stockley Center “Multipurpose” Facility status based on task force outcomes and results.

Timeline: July 2007 to July 2008

- Initiate operation of the Stockley Center “Multipurpose” Facility.

Timeline: August 2008

Objective 7.2 - To maximize existing resources, buildings, and property.

Strategies

- Assess current utilization of resources, buildings, and property.

Timeline: January 2007 and ongoing

- Identify opportunities to maximize utilization based on assessment results.

Timeline: January 2007 and ongoing

- Change policies, procedures, and practices to maximize use of resources, buildings, and property, as necessary.

Timeline: January 2007 and ongoing

- Create a mechanism for annually reviewing utilization of resources, buildings, and property.

Timeline: January 2007 and ongoing

Goal 8: Increase the availability of services for individuals through the provision of service options and enhanced quality of life opportunities that are diverse, flexible, and self-directed.

Objective 8.1 - To enhance community-based and self-directed service options and quality of life opportunities for individuals.

Strategies

- Collaborate with key stakeholder groups, individuals, and their families to develop specific strategies for addressing improvements to community-based and self-directed service options.

Timeline: January 2007 and ongoing

- Design an individual budgeting system that supports self-direction.

Timeline: July 2008

- Institute a systematic review mechanism for ensuring that service options and opportunities for personal growth are routinely and consistently incorporated into the ELP's planning and utilization processes.

Timeline: January 2008

- Consider expansion of service options and opportunities for growth in the following service areas: (i) housing options, (ii) respite, (iii) employment/ vocational programs, (iv) day programs, (v) adult educational opportunities, and (v) recreational and community-based/civic activities.

Timeline: January 2008 and ongoing

- Evaluate costs and develop funding strategies associated with improving and expanding service options.

Timeline: June 2008 and ongoing

STRATEGIC ISSUE 3

IMPROVE SYSTEM QUALITY AND ACCOUNTABILITY

Strategic Issue Summary

The focus on system quality and accountability is critical in terms of providing a continuous quality improvement process for the Division's service delivery system and internal operations. To achieve its mission, the Division must have an administration and service delivery operations and infrastructure that are high quality, effective, and capable of meeting current and future needs.

Goal 9: Improve the Division's service delivery system and internal operations.

Objective 9.1 - To develop and implement a Quality Management (hereafter, "QM") Plan.

Strategies

- Develop a plan for implementation of the QA/QI management functions in all home or community-based services (QA/QI HCBS System Protocol).

Timeline: January 2008

- Conduct a formal evaluation on the Division's CQI system as part of its review of the Division's HCBS Waiver(s).

Timeline: February 2009

- Implement the QA/QI HCBS System Protocol within the Division.

Timeline: June 2009

- Evaluate the effectiveness of the CQI Committee process as part of the Division's Quality Management Plan.

Timeline: June 2009

Objective 9.2 - To increase satisfaction with the services provided by Division.

Strategies

- Annually solicit input from individuals and their families on their outcomes and level of satisfaction.

Timeline: June 2007 and ongoing

- Establish a mechanism for utilizing the results to address opportunities for improvement.

Timeline: February 2008 and ongoing

Objective 9.3 - To establish Community Living Arrangement (hereafter, "CLA") program standards and survey protocols.

Strategies

- Redesign Quality Management standards, protocols, and strategies.

Timeline: June 2007

- Implement Quality Management standards, protocols, and strategies.

Timeline: October 2007

STRATEGIC ISSUE 4

IMPROVE THE USE OF INFORMATION TECHNOLOGY

Strategic Issue Summary

The Division of Developmental Disabilities Services can become more efficient by enhancing its use of information technology. Not only critical to improving operations and service delivery to individuals and families, enhancements to information technology are also key to successfully and effectively implementing the Division's strategic plan.

Goal 10: **Improve the accessibility and utilization of information technology.**

Objective 10.1 - To implement an Information Technology (hereafter, "IT") Plan.

Strategies

- Develop a comprehensive IT Plan that supports the Division's strategic direction.

Timeline: June 2007

- Evaluate costs and funding strategies associated with assessment results.

Timeline: October 2007

- Develop policy recommendations and funding strategies and submit to the Department of Health and Social Services (hereafter, "DHSS") and Department of Technology and Information (hereafter, "DTI").

Timeline: July 2008

- Implement a mechanism for ongoing assessment of the Division's IT users and needs based on recommendations.

Timeline: July 2008 and ongoing

Objective 10.2 - To optimally utilize the Therap Services' Incident Management system (hereafter, "Therap Services System").

Strategies

- Incorporate the full implementation of the Therap Services Incident Management System

Timeline: January 2008

- Develop a process for consistently evaluating the use and expansion of the Therap Services System.

Timeline: July 2008 and ongoing

- Implement selected program modules offered through the Therap Services System.

Timeline: July 2009

- In conjunction with Therap Services, provide ongoing training for users and other stakeholders.

Timeline: January 2008 and ongoing